United Nations DP/DCP/LBN/2

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
8 July 2016

Original: English

Second regular session 2016
6-9 September 2016, New York
Item 3 of the provisional agenda
Country programmes and related matters

Country programme document for Lebanon (2017-2020)

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16-11993(E) 180716

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I. Programme rationale

1. Lebanon is an upper middle-income country with an estimated population of 4.55 million. In 2015 the gross domestic product per capita was $11,292.[1] The country is ranked 67 out of 188 countries according to the 2014 human development index.[2] While Millennium Development Goal (MDG) targets were met in the health and primary education sectors, they were not in poverty, gender equality and environmental sustainability.[3] National poverty rates of 28 percent mask regional disparities between Beirut (where rates are insignificant), the South (42 percent), and the North (52 percent). The distribution of expenditure among the population is relatively unequal; while the bottom 20 per cent of the population accounts for only 7 per cent of all consumption, the richest 20 per cent accounts for 43 per cent and is six times higher.[4] Gender parity is a slow moving process due to deeply embedded socio-cultural and legal constraints, and unequal personal status laws, low female representation in parliament (only 4 women out of 128), and the absence of women in the labour force (only 25 percent are gainfully employed).[5] Environmental issues in Lebanon include unplanned urban expansion, inadequate water supply, and unsustainable waste management and energy generation systems.[6]

2. The Syrian crisis has profoundly affected Lebanon, impacting political, social, economic, and security situations.[7] The addition of more than 1.04 million refugees registered with the UNHCR, as well as many not registered – all concentrated in poor areas - has strained the capacity of municipalities and public agencies to address increased demand on services and resources. Along with this, the crisis has exacerbated tensions between refugees and host communities. The loss of cross-border trade, the slowdown in the tourism and service industries, and the suspension of private sector investment has led to constrained economic growth along with increased unemployment (a jump from 9 to 12 percent).[8] As a consequence, an estimated 170,000 Lebanese have been pushed into poverty[9]. The Syrian crisis has negatively affected the country's economic situation, including its debt burden and fiscal position, despite annual contributions totaling around $1.3 billion in humanitarian and development aid to Lebanon. In the political sphere the divide between the two main coalitions has been marred by competing regional interests and brought national decision-making to a standstill. The security situation has become increasingly fragile, fuelled by sectarian rhetoric, the threat of clashes and a growing disillusionment among Lebanon's youth, especially in areas with high rates of poverty and large refugee populations.

3. UNDP commissioned an analysis to understand the resilience dynamics in Lebanon and found that the dominant response to the crisis thus far has been to avoid addressing divisive issues in order to maintain stability.[10] As a result the country has progressively deteriorated (entered a phase of "negative resilience") since institutions are unable to effectively respond to the population. This has eroded people's trust in the government, reinforced sectarian dynamics, and constrained decision-making spaces. Reversing this trend and building positive resilience will require stakeholders to act through four points of entry, utilizing the established expertise of UNDP, and combine short-term crisis response with long-term initiatives that fall under the umbrella of the new sustainable development agenda.

[1] UNDP Lebanon estimates, February 2016.
[2] UNDP 2015 Human Development Report briefing note, http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/LBN.pdf.
[3] Lebanon MDG Report 2013-2014, http://www.lb.undp.org/content/dam/lebanon/docs/Poverty/Publications/MDG%20en%202014.pdf?download.
[4] Ministry of Social Affairs and UNDP. *Poverty, Growth, and Income Distribution in Lebanon*. Beirut, August 2008, http://www.lb.undp.org/content/dam/lebanon/docs/Poverty/Publications/Poverty,%20Growth%20and%20Income%20Distribution%20in%20Lebanon.pdf?download.
[5] UNDP Lebanon Gender Strategy, January 2016.
[6] Lebanon MDG Report 2013-2014. Op. cit.
[7] See: United Nations and World Bank, Lebanon - Economic and social impact assessment of the Syrian conflict, September 2013; the United Nations Country Strategic Analysis for Lebanon, 2015-2019, and the World Bank, Lebanon: Promoting Poverty Reduction and Shared Prosperity - A Systematic Country Diagnostic, June 2015.
[8] Towards Decent Work in Lebanon: Issues and Challenges in Light of the Syrian Refugee Crisis, ILO paper, June 2015.
[9] Economic and Social Impact Assessment of the Syrian Conflict, WB and UN, September 2013
[10] Mercy Corps and UNDP, Stabilization and Resilience In Protracted, Politically-Induced Emergencies: A Case Study Exploration of Lebanon, http://www.lb.undp.org/content/dam/lebanon/docs/Poverty/Publications/Stabilization%20&%20Resilience%20Study.pdf?download

4. The first entry point is to address perceived threats and engage stakeholders— including women, youth and marginalized groups—in a constructive dialogue that fosters mutual understanding, reshapes perceptions and identifies viable alternatives.

5. The second is to address the effectiveness of public institutions. While comprehensive reforms may not be realistic, due to the complexity of the political situation, it is possible to increase the legitimacy and capacity of institutions by holding credible elections; promoting inclusive, evidence-based planning at the local level; supporting the adoption of specific reforms; strengthening mechanisms for community security, and reinforcing the capacity of front line agencies to respond to the current crisis.

6. The third is to address drivers of conflict linked to the influx of Syrian refugees, like the competition for jobs and degradation of municipal basic services in the most disadvantaged regions. Interventions must be designed to benefit host communities and refugees, and they should foster resilience; empower municipalities and local service delivery agents; invest in community infrastructure; promote local economic development, and focus on conflict prevention and peacebuilding.

7. The final entry point is to halt the environmental degradation that has been exacerbated by the crisis and negatively influenced Lebanon's chances of securing long-term sustainable development. A mix of policy-oriented actions and scalable local interventions are required and should be guided by the frameworks provided by the Paris Agreement on climate change, and Sustainable Development Goals (SDGs).

8. The UNDP approach is aligned with the new UN Strategic Framework 2017-2020, which focuses on internal and external security, governance and sustainable development, and places an emphasis on meeting the immediate needs arising from the Syrian crisis. Priorities for the next cycle include:

(a) *Promoting a transformative national dialogue* that supports the engagement of women and youth in public life, and identifying social innovations that strengthen local and national capacities to maintain peace.

(b) *Enhancing governance and the legitimacy of institutions* by improving institutional representation, effectiveness, transparency, and accountability.

(c) Bolstering the resilience of vulnerable communities affected by the Syrian crisis by strengthening national and sub-national institutions to respond to employment, basic service delivery and environmental management needs in heavily affected areas.

(d) *Improving environmental governance*, including low-emission, climate resilient actions, and environmental management programmes that protect national resources and steer the country towards a green economy.

9. UNDP is uniquely placed to play a seminal role in meeting the aforementioned challenges as it contributed significantly to each of the priority areas over the previous cycle.

10. UNDP bridged the humanitarian-development divide in Lebanon by complementing the international response to the Syrian crisis. This was done by designing resilience-based development programming, and adapting and scaling up the current programme. One example of this is the Lebanon Host Community Support Project (LHSP), established by UNDP and the Ministry of Social Affairs (MoSA). The platform has effectively engaged central government and municipality stakeholders, and assisted members in giving direct support to the most vulnerable communities (LHSP catered to over 800,000 people and improved their livelihoods through better service provision). Furthermore, the programme reduced tensions between Lebanese and refugee communities, encouraged communities to develop trust in local authorities, helped municipalities expand their role in addressing social issues,[11] and strengthened the leadership role of MoSA within the central government. To align local investments for development partners, UNDP established the Local Economic Development Agencies

[11] As detailed in the March 2016 Atkis strategy: SenseMaker® Regional Workshops—Lebanon Municipal Support Programme Monitoring and Evaluation.

(LEDA) to expand economic opportunities in the country.

11. As part of its peacebuilding efforts, UNDP extended support to Palestinian gatherings (located outside official camps where the mandate of the United Nations Relief and Works Agency is limited). The organization carried out rapid conflict risk analyses; supported demining operations in vulnerable communities; raised media awareness on peacebuilding; expanded the network of local peace structures to reduce local tensions,[12] and initiated a support programme of security cells and sensitive community policing in partnership with the Ministry of Interior and Municipalities (MoIM).

12. Long-standing support for reform and capacity development at the central level saw UNDP contribute to the elaboration and implementation of several national strategies. The organization pushed for the adoption of over 100 reform proposals and policies on administrative reform, anti-corruption, elections, economy and trade, and debt and fiscal management, and supported the diffusion of information through the creation of 200 publications. In addition, UNDP strengthened the capacity of the government on disaster risk reduction. In 2010, UNDP was awarded the UN Public Service Award for supporting MoIM in conducting parliamentary elections according to international standards. UNDP also assisted MoIM in successfully conducting municipal elections in May 2016, in partnership with the European Union.

13. UNDP supported the Ministry of Environment (MoE) and other partners through its energy and environment programme. Stakeholders passed environmental mainstreaming legislation that meets international environmental convention requirements (including phasing-out Ozone Depleting Substances) and reported to the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention to Combat Desertification. In the energy sector, UNDP implemented pilot projects in collaboration with the Ministry of Energy and Water (MoEW). In 2011, technical studies and capacity building activities contributed to the formulation of a paper on the national electricity sector that included policy recommendations and a government commitment to reaching a 12 percent renewable energy target by 2020.[13]

14. Evaluations conducted in the last cycle validated past achievements and provided useful feedback for stakeholders on current programming cycles. Some of the areas UNDP will focus on are:

(a) There is a need for area-based coordination and improved capacity of emerging structures, like LEDA, in order to support local development.[14]

(b) Connecting upstream and downstream efforts by encouraging stakeholders to participate in programme design, risk analysis (where required), and alternative implementation strategies.[15]

(c) Gradually transitioning UNDP project staff serving in public institutions into civil servants.[16]

(d) Refining the results framework of the environment programme, document useful approaches and impacts, and maintain the sustainability of renewable energy investments.[17]

15. In a recently completed gender strategy[18] it was found that women's participation in programme design and implementation (particularly via women's groups involved in economic, peacebuilding, and

[12] Ibid.

[13] Lebanon's intended nationally determined contribution under the United Nations Framework Convention on Climate Change.

[14] See the Art Gold Final Project Evaluation, http://erc.undp.org/evaluation/documents/download/8245.

[15] See: February 2013 final evaluation of the joint programme (conflict prevention and peacebuilding in North Lebanon), http://erc.undp.org/evaluation/documents/download/7847, and Towards Sustainable Solutions For Improved Living Conditions Of Palestinian Refugees In Lebanon: Final Evaluation Report, August 2015, http://erc.undp.org/evaluation/documents/download/8537.

[16] Outcome evaluation of Policy Advisory and Support Units in Lebanon, August 2011, http://erc.undp.org/evaluation/documents/download/5455.

[17] Energy and Environment Programme Outcome Evaluation 2008 – 2012, December 2012, http://erc.undp.org/evaluation/documents/download/7006.

[18] UNDP Lebanon Gender Strategy, January 2016.

cultural development activities) contributed to reducing gender inequality; breaking traditional gender roles; increased lobbying for women's representation and participation in national governance, and a greater number of leadership opportunities for young women. Assessment recommendations highlighted the need for institutionalized and systematic programming approaches to empower women, such as using the SDGs as a platform to stimulate reform, or making internal structural and procedural changes like establishing a Gender Team, adopting gender markers and increasing funding for gender mainstreaming.

16. A comprehensive security and justice sector assessment carried out in 2016 highlighted the gaps and challenges the state and civil society face in providing safety, security and justice measures.[19] UNDP utilized findings from this assessment to design interventions on community policing, prison management, access to justice and justice reform. Programming employs a human rights-based approach that promotes the ability of right holders (including Syrian refugees) to assert their rights, through the criminal justice system, while also emphasizing the duty of the Lebanese government to proactively protect human rights. UNDP will work across the security and justice sectors to support coordination mechanisms and operational interactions between government entities and civil society.

17. UNDP refined its private sector strategy,[20] boosting collaboration with the Ministry of Economy and Trade (MoET), establishing new partnerships with private enterprises, and promoting reform and corporate social responsibility practices. Relationships developed through initiatives like *Live Lebanon* will strengthen ties with the private sector, as will engagement with the Investment Development Authority (IDAL) and renewable energy companies.

18. UNDP has a strong relationship with the Government of Lebanon, private sector actors and civil society, and its capacity to rapidly adapt and scale up programmes in light of changing circumstances means it can play an integral role in facilitating links between the national and sub-national levels. Within the current Lebanon Crisis Response Plan (LCRP)—and under the overall leadership of the Humanitarian Coordinator—UNDP was asked to lead the stabilization/resilience-building dimension of the plan while the United Nations High Commissioner for Refugees (UNHCR) is responsible for leading the refugee response. Under the plan, UNDP co-chairs the social stability and livelihoods sectors with MoSA, UNHCR and more than 50 development partners.

19. UNDP faces challenges in finding ways to coordinate activities with development partners at the national and sub-national levels (integrating humanitarian and development approaches into a coherent resilience framework); improving the organization's reach within the private sector and civil society (with a focus on women and youth); strengthening programming for women's empowerment and rule of law, and defining exit strategies in the event of a political deadlock or other socio-political circumstances.

II. Programme priorities and partnerships

20. Because UNDP has a comparative advantage in Lebanon it adopted a strategy centered on aligning the response to the Syrian crisis with sustainable development practices that will improve the long-term resilience of Lebanese systems.

21. Addressing the impacts of the Syrian crisis in Lebanon, and undertaking transformative development action, requires a multi-pronged strategy that combines direct support to the most affected populations coupled with longer-term processes. This will be done through four overlapping actions that will support investment in sustainable livelihoods and address the issues of poverty, inequality and inclusion:

(a) *Foster dialogues for peace* to reduce conflict and open space for decision making;

(b) *Support governance reform and improved representation* of young people and women

[19] Lebanon Security and Justice Sector Wide Assessment Report, UNDP, March 2016.
[20] UNDP Lebanon Private Sector Strategy, January 2015.

in political institutions/forums;

(c) *Bolster the resilience* of affected communities; and,

(d) *Improve current environmental management systems.*

Promoting transformative dialogue and maintenance of peace

22. UNDP supports the creation and expansion of spaces where people can engage in dialogue by developing the capacities of women and youth; documenting social innovations that arise from sub-national initiatives; supporting platforms for knowledge sharing and diffusion, and working with the media to promote the peace agenda.

23. To create a peaceful environment where open discourse can flourish, UNDP is working with the government to consolidate local and national peace structures; encourage greater participation of women and youth; implement sensitive community policing systems, and strengthen MoIM security cells for improved conflict risk analysis, monitoring and response (with a focus on compliance with human rights standards and the prevention agenda).

Strengthening national governance

24. UNDP will support electoral reforms and provide technical support to the 2017 parliamentary elections. Particular attention will be paid to civil society organizations as they increase the number of women within their ranks, and parliamentary committees that have started to utilize public policy consultations, and oversight and accountability measures, to advocate for a greater representation of women in public sector institutions.

25. UNDP will build the institutional capacity of MoSA and MoIM, and strengthen front line agencies, to respond to the Syrian crisis. This will include promoting gender equality and human rights in national and local institutional institutions. Focused support will be given to the following entities:

(a) The *Office of the Prime Minister* in coordinating and managing development aid, strategic planning, coordination of policy reform initiatives, development and implementation of a national sustainable development strategy, and the development of information management and national disaster management systems.

(b) The *Central Administration of Statistics (CAS)* in developing a functional disaggregated statistical system and establishing indicator framework and baseline data for SDG monitoring.

(c) The *Ministry of Finance* in strengthening its capacities on macro-fiscal analysis, debt management, tax and custom reforms, and management of public finance reforms.

(d) Increasing the capacity of *MoET* to implement trade and economic policies, and promote small and medium enterprise (SME) guidelines.

(e) *IDAL* will develop and implement sector-specific investment promotional strategies.

(f) The *Office of the Minister of State for Administrative Reform* as it implements the 2012 national administrative reform strategy.

(g) The Ministry of Education and Higher Education will implement the education sector development plan.

(h) The Lebanon Mine Action Centre in the coordination of mine action operations and implementation of the convention on cluster munitions.

To ensure government ownership of the process, UNDP will assist national counterparts in moving its project staff into regular government-contracted staff positions.

26. Building on earlier experience with the Ministry of Justice, UNDP will develop interventions that support the effective administration of, and increased access to, justice. This will include focusing on upholding human rights—especially for vulnerable Lebanese groups, women, and Syrian refugees—

and improved prison management. This will be done in collaboration with the Ministry of Justice and MoIM, the Supreme Judicial Council, and relevant UN agencies and civil society organizations (CSOs).

Bolstering the resilience of vulnerable communities

27. Two strategies that address drivers of conflict and regional inequality will be pursued:

(a) *Expanding employment creation and livelihood opportunities*. Given the importance of job creation and the need for a coordinated, large scale, response, UNDP will link the immediate recovery response to long-term sustainable growth, strategic partnerships with partners, and upstream policy support. This will build the existing framework of the LHSP while engaging the Ministry of Labour in partnership with the International Labour Organization, and lead to interventions that generate short-term jobs in community infrastructure, agriculture and the environment. In the medium to long-term the focus will be on SMEs, value chains and employability. UNDP will strengthen the capacity of existing entities in the business support and employment services sectors and assist in establishing new service provision centres.

(b) *Strengthening the capacity of sub-national institutions to develop and implement integrated local development plans that respond to priority community needs, including those within the Palestinian gatherings*. UNDP will strengthen the capacity of emerging sub-national institutions, such as MoSA Social Development Centers, and enable them to assume a stronger role in the coordination and implementation of activities within municipalities, and help them make connections to relevant national bodies. Successes that emerge will be documented and fed into the national discourse on social change, which will enable UNDP to expand its existing partnership with MoSA, MoIM, and relevant line ministries and provide a coordinated response at the national and sub-national levels. In addition, UNDP will expand its partnership with UN-HABITAT and support the Government of Lebanon on issues relating to urban space and risk, especially in areas with high concentrations of refugees.

Improving environmental governance

28. To improve environmental governance UNDP adopted a two-pronged strategic approach:

(a) Support climate change adaptation and mitigation (towards a low carbon economy) by increasing access to climate financing via Lebanon's commitments to the UNFCC; promoting renewable energy technologies in sectors and at communal levels: collaborating with MoE, MoEW and private stakeholders to raise the public awareness on the importance of adopting renewable energy technologies; build the capacity of the private sector to cope with expected demand, and improving coordination of the response to climate change in the agriculture, water and land management sectors.

(b) Support the integrated and sustainable management, and protection of, natural resources by focusing on biodiversity, forest and land management, and water ecosystems; reducing industrial (and other) pollutants, and improving the capacity of the government at the central and local levels to enforce legislation on environmental priorities. An example of this is the depollution of the Qaraoun Watershed and bringing the current strategy in line with the national programme.

29. Areas where crisis and long-term development assistance overlap are the effective management of solid waste and wastewater, the improvement and protection of water resources, and providing beneficiaries with access to clean energy sources at the central and decentralized levels. UNDP will work with the government to pursue a medium to long-term strategy on integrated waste management, ensuring that environmental considerations are mainstreamed into the national crisis response. Interventions—such as improving water networks—will improve living conditions in host-communities, particularly in poorer regions, and reduce household expenditures, thereby contributing to poverty reduction.

III. Programme and risk management

30. Accountabilities of managers at the country, regional and headquarter levels, with respect to country programmes, are prescribed in the programmatic and operational policies of UNDP, as well as its procedures and internal controls framework.

31. Risks that may prevent the successful implementation of the proposed programme are:

(a) *An escalation of the Syrian conflict*, which may increase political polarization in Lebanese society and cause social upheaval, deterioration of security, gaps in national leadership, delayed parliamentary elections, and lags in government decision-making. The UNDP country programme plans to reduce these risks by engaging stakeholders in a dialogue on ways to reduce negative effects and identify creative solutions to bypass blockages. Initiatives will be concentrated at the sub-national level to minimize the potential for conflict, and to develop state institutions and systems so they perform effectively when conditions permit.

(b) *An absence of data for evidence-based programming* and poor monitoring systems at the national and sub-national levels. To mitigate this risk UNDP will work closely with other United Nations organizations to strengthen the national statistics system, and possibly pool resources and, therefore, collect common data in a cost-effective way.

(c) *The continued deterioration of the economic situation may lower the focus on environmental concerns*. The measures UNDP has adopted to address this risk include developing a close relationship with the private sector and encouraging the adoption of appropriate measures, even in a weak policy environment; mainstreaming environmental concerns in all sub-national initiatives; focusing on capacity building for future action, and scaling up innovations through market and financing mechanisms.

(d) *An increased demand on UNDP services that overstretches the organization and affects its capacity to respond*. UNDP will review its operations and identify ways to expand without affecting programme quality or delivery. National implementation, with operational support from the country office, is the preferred modality. Direct implementation will be used on an ad-hoc basis, and in agreement with the government. Alternative delivery models, such as full national implementation and NGOs, will be considered where necessary. Full implementation of the harmonized approach to cash transfers (HACT) will be pursued in partnership with relevant United Nations organizations. UNDP will expand South-South cooperation to strengthen local technical capacities, especially in the areas of climate change, fiscal reform, electoral assistance, and mine action.

32. The UNDP Country Office mobilized sufficient resources through annual strategies and resource action plans. SES focal points ensure that all projects undergo social and environmental impact assessments, and that adequate mitigation is incorporated in project designs. Quality assessment was introduced in 2015 and has become standard procedure in all projects. Programme meetings take place on a monthly basis so staff can exchange information in the run up to program adaptation and/or scaling-up.

33. As per Executive Board decision 2013/9, all UNDP costs incurred in the implementation of development activities, or services directly attributable to those development activities, will be charged to the concerned development projects.

IV. Monitoring and evaluation

34. The evidence base for all evaluations, as well as for regular programme monitoring and adjustment, will be systematically generated by engaging relevant partners in refining the theory of change in each programmatic element, identifying causal relationships, agreeing on specific indicators

and data collection methods, processing and utilizing procedures, and defining a learning and research agenda. Progress will be assessed twice a year through workshops at the national and sub-national levels—these workshops will include partners and project participants. Evidence will be used to adapt programmes and, in many cases, be complemented by externally conducted perception surveys that will inform a CPD midterm review.

35. Lack of data on progress towards achieving national outcomes is a major constraint for programme evaluation. The Lebanon country programme includes a technical assistance plan for CAS in collaboration with the World Bank, UNFPA, the World Food Programme, and the United Nations Children's Fund.

36. The generation and dissemination of knowledge on social innovations—that lead to peaceful and sustainable development—are embedded in the national discourse strategy outlined in Outcome 1. This constitutes a critical element of the country programme.

37. As the lead agency on the stabilization aspect of the LCRP, UNDP has taken the lead in producing research, and monitoring and developing impact-related evidence, placing a focus on monitoring tensions and achieving planned impacts.

38. The Country Office will launch a research programme to gather evidence that supports policy. Research initiatives will include: a rapid poverty assessment (after the start of the Syrian crisis); analyzing the situation of youth; a labour needs assessment for the construction and industry sectors; mapping the SDGs and defining national indicators and baselines in order to meeting the SDGs, and preparing a human development report on youth, in collaboration with the Council for Development and Reconstruction (CDR).

Annex. Results and resources framework for Lebanon (2017-2020)

1. National priority or goal: Local communities and institutions ability to mitigate tensions and prevent conflict are strengthened, and the overall response on the evolution of tensions is informed				
United Nations strategic plan outcome involving UNDP: Outcome 1.3: Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at national, municipal and community levels.				
Related UNDP strategic plan outcome: Outcome 5. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.				
UNDAF outcome indicators, baselines, and targets[21]	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme outputs *(including indicators, baselines targets)*[22]**	**Major partners/partnerships Frameworks**	**Indicative resources by outcome (in $ thousands)**
Outcome 1.1. No. of viable thematic recommendations formulated from the national dialogue Baseline: 5 Target: 15	**Data source**: Lebanese Palestinian Dialogue Committee reports, UNDP reports **Frequency**: Annual **Responsibilities**: Lebanese Palestinian Dialogue Committee, civil society organizations, UNDP, Ministry of Interior and Municipalities, Ministry of Social Affairs	**Output 1.1. Evidence-based dialogue on key national issues institutionalized at all levels** **Indicator 1.1.1.** Reach (% female) of theme-based dialogue processes *Baseline*: 27,200 (20 % female) *Target*: 78,000 (50% female)	Lebanese Palestinian Dialogue Committee, civil society organizations, Ministries of Interior and Municipalities, Social Affairs, Education and Higher Education, Common Space Initiative	**Regular: 0** **Other: 34,000**
Outcome 1.2. % of Tension Monitoring and Peace Keeping Structures Meeting Defined Standards Baseline: TBD Target: At least 75%	**Data source**: Ministry of Interior and Municipalities' security cells reports, civil society organizations' conflict analysis reports, UNDP **Frequency**: Annual **Responsibilities**: Ministry of Interior and Municipalities, civil society organizations and international organizations	**Output 1.2. Systems and capacities in place to monitor tensions and maintain peace** **Indicator 1.2.1.** No. of local peace structures operating (including community, school and Palestinian gathering based) *Baseline*: 50 *Target*: 212 **Indicator 1.2.2.** % female representation in peace structures *Baseline*: 30% *Target*: 50%	Donors: European Union, Germany, Japan, United Kingdom Department for International Development,	

[21] All Baselines are for 2015, and all targets are for 2020 unless otherwise indicated.

[22] Unless otherwise indicated, all sources for outputs are project documents (annual frequency), while baselines are for 2015 and targets are for 2020.

Outcome 1.3. % of municipalities providing policing services in line with regulatory framework and Code of Conduct Baseline: TBD Target: At least 50%		**Indicator 1.2.3.** No. of conflict risk analyses produced *Baseline*: 3 *Target*: 10 **Indicator 1.2.4.** No. of security cell reports produced *Baseline*: 0 *Target*: 25 **Indicator 1.2.5.** No. of risks detected through conflict risk analysis and security cell reports responded to *Baseline*: 20% *Target*: 60% **Output 1.3. Systems and capacities in place to govern municipal police roles** **Indicator 1.3.1.** No. of municipal police units trained to uphold standard operating procedures and Code of Conduct under the leadership of Ministry of Interior and Municipalities supported by UNDP *Baseline*: TBD *Target*: 200 municipal units		
2. National priority or goal: Ministerial Cabinet Statement of 27 March 2014: Commitment to the principles and precepts of the constitution and the rules of the democratic system.				
United Nations Strategic Plan outcome involving UNDP: Outcome 2.1. Government ability to improve the performance of institutions and promote participation and accountability increased.				
Related UNDP strategic plan outcome: Outcome 2 Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.				
Outcome 2.1. Parliamentary elections take place in accordance with international standards Baseline: 0 Target: 1 parliamentary (2017) **Outcome 2.2. Proportion of**	**Data source**: Ministry of Interior and Municipalities Elections Results and International and local observation mission reports **Frequency**: Annual **Responsibilities**: Ministry of Interior and Municipalities, civil society organizations, and international organizations	**Output 2.1. Increased capacity for inclusive and credible elections** **Indicator 2.1.1.** No. of legal electoral reforms introduced consistent with international standards *Baseline*: 0 *Target*: 1 **Indicator 2.1.2.** No. of measures adopted to increase women's representation *Baseline: 0* *Target*: 2 **Output 2.2. Inclusive and participatory policies and decision**	Constitutional Council; Ministries of Interior and Municipal Affairs, Justice, Finance, Economy and Trade, Education and Higher Education; Presidency of the Council of Ministers; Parliament, Investment Development Authority of Lebanon; Office of the Minister	**Regular: 549** **Other: 7,000** **Government cost sharing: 40,000**

seats held by women in national parliaments and local governments (SDG 5.5.1) Baseline: 3.1% in the Parliament and 4% in the local government Target: Increase representation by 50% **Outcome 2.3. % of laws passed in consultation with civil society and private sector** Baseline: TBD Target: 50% **Outcome 2.3. No. of policy reforms legislated and implementation plans adopted** Baseline: 3 (Administrative Reform Strategy adopted by Office of the State for Administrative Reform in 2012, small and medium enterprise strategy developed in 2014, Statistical Master plan developed (2015) Target: 15 (including 5 for Justice Reform)	**Data source**: Parliamentary and government reports, UNDP reports **Frequency**: Annual **Responsibilities**: Parliament, government **Data source**: Government Reports, CSOs Reports, Court Reports, Survey results, Prison Reports and UNDP Reports **Frequency**: Annual **Responsibilities**: Office of the State for Administrative Reform, CAS, Ministry of Economy and Trade, Ministry of Justice, Ministry of Interior and Municipalities	**making processes enhanced** **Indicator 2.2.1.** No. of consultative sessions held between parliamentary committees and civil society and private sector, particularly women and youth organizations *Baseline*: 0 *Target*: 10 **Output 2.3. Government institutions core state functions and capacities strengthened for accountability and enhanced policy formulation and reform** **Indicator 2.3.1**. No. of draft laws relevant to administrative and fiscal reforms prepared and submitted to parliament *Baseline*: 38 *Target*: 150 **Indicator 2.3.2**. No. of approved administrative reform initiatives implemented *Baseline*: 0 *Target*: 5 **Indicator 2.3.3.** No. of draft justice reforms laws prepared and submitted to parliament *Baseline*: 0 *Target*: 5 **Indicator 2.3.4**. Completion of Sustainable Development Goal progress report *Baseline*: 0 *Target*: 2	of State for Administrative Reform; Central Administration of Statistics; Railways and Public Transportation Authority; and civil society organizations, especially women and youth groups. Special partnership with United Nations and other international agencies in support of statistics capacity building. Donors: Government of Lebanon, European Union,	
3. National priority or goal: LCRP Livelihood Outcome. To improve the ability of vulnerable groups, especially women and youth, and of micro, small and medium size enterprises, to cope with and recover from the economic shock through stabilizing and improving income and revenues.				
United Nations Strategic Plan outcome involving UNDP: Outcome 3.1. Productive sectors strengthened to promote inclusive growth and local development, especially in most disadvantaged areas.				
Related UNDP strategic plan outcome: Outcome 6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.				
Outcome 3.1. No. of men and women (adult and youth) accessing new short and long term employment opportunities (disaggregated	**Data source**: Project Reports **Frequency**: Annual **Responsibilities**: Ministry of Social Affairs, Ministry of Agriculture, Ministry of	**Output 3.1. Livelihood and economic opportunities increased** **Indicator 3.1.1**. No. of income generating initiatives supported *Baseline*: 24 *Target*: 100	Ministries of Social Affairs, Education and Higher Education, Interior and Municipalities,	**Regular: 0** **Other: 190,000**

by refugee/Host community) Baseline: 2,260 (Men: 1260; Women; 1000: of which: Youth: 900 Refugee: 904, Host: 1,356) Target: 20,000 (Men: 12,000; Women; 8,000: of which Youth: 9,000 Refugee: 8,000, Host: 12,000) **Outcome 3.2. No. of men and women accessing Improved infrastructure and quality basic services** Baseline: 498,000 (Men: 230,000; Women: 268,000) Target: 900,000 (Men: 400,000; Women: 500,000)	Labour, Ministry of Economy and Trade, and UNDP **Data source**: Project Reports **Frequency**: Annual **Responsibilities**: Ministry of Social Affairs, Ministry of Agriculture, Ministry of Health, Ministry of Education and Higher Education, Ministry of Interior and Municipalities, and UNDP	**Indicator 3.1.2.** No. of supported SMEs with sustainable operations after 1 year *Baseline*: 20 *Target* 90 **Indicator 3.1.3.** No. of value-chain developed for small producer groups *Baseline*: 0 *Target*: 3 **Indicator 3.1.4.** Business and employment support institutions strengthened *Baseline*: 0 *Target*: three institutions **Indicator 3.1.5.** Joint initiatives with target enterprises *Baseline*: 0 *Target*: 5 initiatives **Output 3.2. Improved capacity of national and local Institutions to respond to local needs in an integrated and coordinated way** **Indicator 3.2.1**. No. of multi-sectoral local and sub-national plans adopted *Baseline*: 95 *Target*: 200 **Indicator 3.2.2**. Participation of men and women in local development planning *Baseline*: 1,425 (men: 1,100; women: 325) *Target*: 3,000 (men: 2,000; Women: 1,000) **Indicator 3.2.3**. No. of improved infrastructure and quality basic services initiatives completed *Baseline*: 92 *Target*: 450 **Indicator 3.2.4**. Completion of multi-dimensional poverty assessment *Baseline*: 0 *Target*: 1	Economy and Trade, Public Health, Labour and Agriculture; Council for Development and Reconstruction; private sector; and local authorities. Special partnership with United Nations agencies and international NGOs for coordinated response at the sub-national level. Donors: United Kingdom Department for International Development, Japan, Germany, Netherlands, Global Environmental Facility, Kuwait, Switzerland, and Canada	

4. National priority or goal: Law 444/2002 - Framework for the protection of the environment.				
United Nations Strategic Plan outcome involving UNDP: **Outcome 3.3.** Lebanon has adopted measures to improve environmental governance.				
Related UNDP strategic plan outcome: **Outcome 1.** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.				
Outcome 4.1. Tons of $CO_{2\,eq}$ emissions (or equivalent) reduced in the industrial and commercial sectors. Baseline: 0 tons of $CO_{2\,eq}$ Targets: 9,600 tons of CO_{2eq} **Outcome 4.2.** Number of adaptation to climate change projects developed and initiated in various sectors. Baseline: 5 Target: 2 **Outcome 4.3.** Number of national development plans and processes integrating: biodiversity, renewable energy, energy efficiency, sustainable consumption and production, climate change, sound chemical management, sustainable consumption & production and ecosystem services values. Baseline: 3 Target: 6	**Data source**: Ministry of Environment (Climate Change National Reports) and/or Ministry of Energy and Water National Reports **Frequency**: Annual **Responsibilities**: Government of Lebanon **Data source**: Ministry of Environment (Climate Change Reports) **Frequency**: Biannually **Responsibilities**: Ministry of Environment/UNDP **Data source**: National Water Sector Strategy **Frequency**: Annual **Responsibilities**: Ministry of Energy and Water **Data source**: Hydrochlorofluorocarbons (HCFCs) phase-out management plan (Stage-II) agreement **Frequency**: Annual **Responsibilities**: Ministry of Environment and Industries	**Output 4.1. Low emission climate resilient actions initiated** **Indicator 4.1.1.** Amount of energy saved from the implementation of decentralised and/or small-scale mitigation projects *Baseline*: 0.10 megawatts *Target*: 5.67 megawatts **Indicator 4.1.2.** No. of mitigation and adaptation awareness raising and capacity building actions taken *Baseline*: 20 *Target*: 60 **Output 4.2. National Environmental Management Strengthened** **Indicator 4.2.1.** No. of environmental initiatives implemented in productive sectors *Baseline*: 1 *Target*: 25 **Indicator 4.2.2.** No. of solid waste, water and waste water management initiatives implemented *Baseline*: 2 *Target*: 10 **Indicator 4.2.3:** volume (tons) of Ozone Depleting Substances released *Baseline*: 66.15 ODP tons *Target*: 36.78 ODP tons	Ministries of Energy and Water, Environment, Agriculture; Water Establishments; Lebanese Agriculture Research Institute; Private Sector; Central Bank of Lebanon; Électricité du Liban. Donors: Global Environmental Facility, Montreal Protocol, private sector, Government of Lebanon	**Regular: 0** **Other: 44,000** **Government cost-sharing: 10,000**